

Becoming a high performing council for residents

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Business planning and performance management framework 2019/20 (DRAFT VERSION)

March 2019

Introduction

By performance we mean how we approach our work, individually and collectively, and how we measure success, so that we can deliver the right outcomes for our residents.

In a modern council this will mean continually developing our thinking, our work and improving outcomes both as an organisation and individually. This will involve thinking about the outcomes we aim to achieve, what is having the right impact, where we are and what we focus on in the future.

This document sets the framework for planning and managing performance in Surrey County Council so our available resources are used to maximise the impact of our activities for Surrey residents.

The framework allows clear links to be established between the Community Vision 2030, the council's Organisation Strategy, improvement and transformation objectives, and team and individual work plans.

It helps every officer working for the council see how their actions contribute to outcomes for residents.

Performance management helps us to:

- **Achieve our goals and priorities and, by extension, those of the local community**
- **Prioritise what gets done within the resources available**
- **Provide and demonstrate value for money**
- **Motivate and manage our staff**
- **Provide good services and satisfaction for users and local community**
- **Highlight and drive improvement across the organisation**

COMMUNITY VISION FOR SURREY IN 2030

The Vision is the starting point for our performance and planning framework, and helps us remain focused on residents

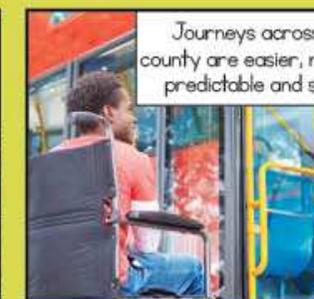
By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

OUR AMBITIONS FOR PEOPLE ARE:



OUR AMBITIONS FOR OUR PLACE ARE:



Our values guide us in how we deliver services and help us remain focused on residents



Our values show that **we care about...**



our residents

We put our residents front and centre of everything we do.



being excellent

We set consistently high standards of performance and we are prudent with our resources to achieve them.



being open

We are straightforward and transparent about our decisions and actions and set realistic expectations.



working together

We work with our residents, partners and colleagues to ensure the best possible outcomes for Surrey and its people.



respecting others

We listen to our residents, partners and colleagues and treat them fairly, with consideration and respect.

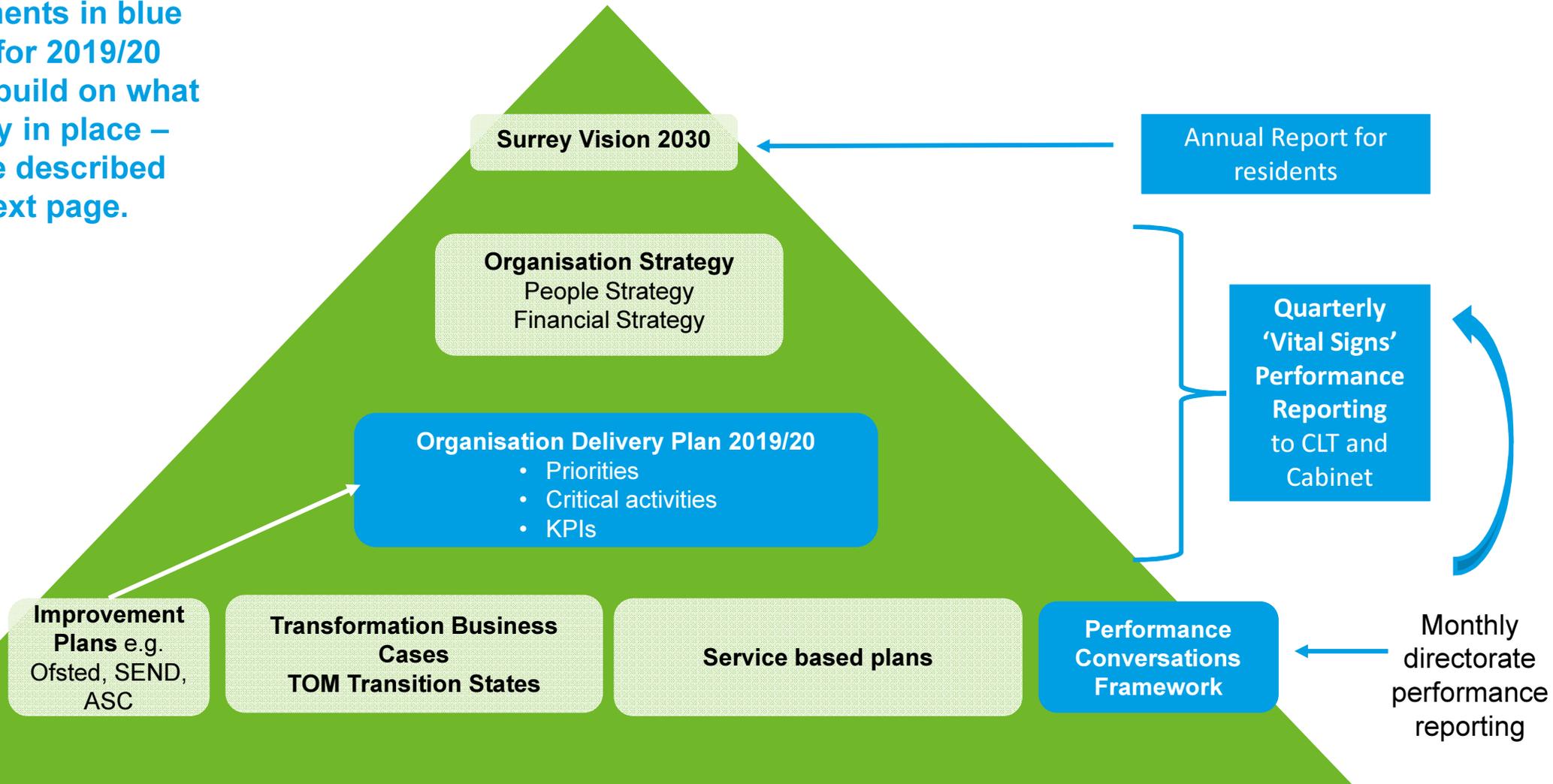
Our business planning and performance management framework

The elements in blue are new for 2019/20 and will build on what is already in place – these are described in the next page.

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Planning

Performance management



Our planning and performance building blocks

Organisation Delivery Plan 2019/20

Framed around outcomes and strategic principles in the Organisation Strategy – set of 10 outcome plans ‘on a page’ and information about the council transformation

Operates as the key document that sets out how we will deliver our priorities and measure impacts

Reflective of financial envelopes for each directorate

Collaboratively designed with services and partner input as appropriate

Shows accountabilities and keeps organisation focussed on what matters most for residents

All other plans should feed into it

Annually refreshed

Timetable not aligned for 19/20 but for 20/21 should align with budget setting process

Annual Residents Report 2019/20

This will be a visual high level document with clear and concise descriptions of what the council has achieved with available resources

Quarterly ‘Vital Signs’ Performance Reporting to CLT and Cabinet

- Report on progress quarterly
- Exception reporting as required on issues of concern
- Includes oversight of our improvement journeys
- Over 2019/20 should be linked to financial reporting so there is one view of finance and activity
- Risk and opportunity management to be incorporated over 2019/20

Performance Conversations Framework

The new framework replaces the appraisal process. It focuses on meaningful conversations, planning for the coming year and exploring how we can collectively improve services for residents.

Our performance management principles



Common Approach: We will take a common approach to performance management across the council, for example with a consistent 'look and feel' for reports.



Benchmarking: We will compare our performance against other local authorities or similar organisations to allow us consider absolute and relative performance.



Focus on outcomes: We will measure and report on what matters. Indicators will be aligned to the ambitions outlined in the organisation strategy.



Exception reporting: We will take a proportionate approach, focusing attention and accountability on areas of underperformance.

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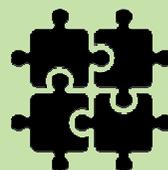
Target setting: We will set targets for performance improvement against performance measures as a driver for improvement and accountability.



Remedial action: Where performance or progress is consistently off track, improvement plans and health checks will be used to address underperformance.



Balanced view: Reports will be balanced across different aspects of performance, including outcomes, quality and quantity across service delivery and corporate health.



Integration: We will establish a 'clear line of sight' and clear relationships between different tiers of performance management and reporting.



Automated performance reporting: Our performance reporting will be automated by default, using Tableau to extract data from source IT systems.



Data quality: We will take action to ensure that our data is accurate, up-to-date and transparent.

Timeline for developing the new elements of the business planning and performance management framework in 2019/20

Activity	Quarter 1 19/20	Quarter 2 19/20	Quarter 3 19/20	Quarter 4 19/20
Organisation Delivery Plan 19/20 and Annual Residents Report 2019/20	Published internally and high level outcome indicators reported to residents	Quarterly tracking and report to residents	Quarterly tracking and report to residents	Annual report to residents on Organisation Delivery Plan 2019/20
Quarterly 'Vital Signs' Performance Reporting to CLT and Cabinet	End July	End October	End January	End May
Business Planning Framework for 20/21		Develop 2020/21 PMF and process		Develop 2021 Outcome Plans